The Military Decision-Making Process

FM 101-5 (Ch 5)

Terminal Learning Objective

➢ **Action: Discuss the Military Decision Making Process (MDMP)**

➢ **Conditions: Given access to FM 101-5 and a requirement to use the MDMP process**

➢ **Standard: Identify and Explain the Seven Steps of the Military Decision Making Process from memory**

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Military Decision-Making Process

1. RECEIPT OF MISSION

2. MISSION ANALYSIS

3. COURSE OF ACTION DEVELOPMENT

4. COURSE OF ACTION ANALYSIS

5. COURSE OF ACTION COMPARISON

6. COURSE OF ACTION APPROVAL

7. ORDERS PRODUCTION

Receipt of Mission

Mission from Higher HQ

1. RECEIPT OF MISSION

Cdr's Initial Guidance

Timeline

Warning Order 1

Mission Analysis

Mission from Higher HQ

2. MISSION ANALYSIS

Restated Mission

Cdr's Intent

Cdr's Guidance

Staff Estimates

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Course of Action Development

Restated Mission

Cdr's Intent

Cdr's Guidance

Staff Estimates

3. COURSE OF ACTION DEVELOPMENT
(Suitability, Feasibility, Acceptability, Distinguishability, Completeness)

COA Statements and Sketches

Course of Action Analysis

COA Statements and Sketches

4. COURSE OF ACTION ANALYSIS

Wargame Results

CCIR

Missions to Sub Units

Course of Action Comparison

Wargame Results

CCIR

Missions to Sub Units

5. COURSE OF ACTION COMPARISON

Decision Matrix

Decision Matrix

Course of Action Approval

Decision Matrix

↓

6. COURSE OF ACTION APPROVAL

↓

Approved Course of Action

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Orders Production

Approved Course of Action

↓

7. ORDERS PRODUCTION

↓

OPORD

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Time Constrained Environment

➢ **Ways to shorten the timeline**

- **Cdr involvement during the process**

- **Cdr becomes more directive (limiting options)**

- **Cdr limits number of COAs to be developed and wargamed**

- **Increase parallel planning (verbal warning orders)**

Check on Learning

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Prepare the Personnel Estimate

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➢ **Action: : Prepare a Division Level Personnel Estimate**

➢ **Conditions: Given a requirement to complete a division level personnel estimate, and access to all necessary background information for your division, FM 101-5, FM 101-10-1/2, CGSC ST 101-6, Joint Pub 1-0, FM 3-0, and maps of the operational area.**

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Terminal Learning Objective

➢ **Standard: Prepare a division level personnel estimate to include defining the Personnel Estimate and its uses, identifying specific staff officer responsibilities, and demonstrating knowledge of the content of the Personnel Estimate including the format, and paragraph sequence, while ensuring 100% accuracy of all data incorporated into the Personnel Estimate.**

Personnel Estimate

The Personnel Estimate is an analysis of how all human resources and personnel factors impact soldier and unit effectiveness

before, during and after the mission.

Staff Estimates

Usually pertain to staff officer's particular areas of interest and include the following:

- ➢ **Personnel estimate**
- ➢ **Intelligence estimate**
- ➢ **Operations estimate**
- ➢ **Logistics estimate**
- ➢ **Civil-military operations estimate**
- ➢ **Others - OPSEC, PSYOPS- as needed**

They are as thorough as time permits.

Check on Learning

Staff Officer Responsibilities

- **Objective, without prejudice, fears, or emotion**
- **Coordinate with other staff officers**
  - **Exchange information**

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Coordination Requirements

- G1
  - Personnel Readiness
  - Personnel Serv Spt
  - Replacement Sect
- Postal
- Pers Svcs Battalion
- Band
- MWR Support
- G2, 3, 4, 5

- Div Trans Officer
- MSB / FSB
- Finance units
- DISCOM / MCO
- Safety
- PMO
- Division Surgeon
- Chaplain
- Staff Judge Advocate

Coordination Requirements (cont.)

- ➢ **IG**
- ➢ **MSC S1 / CDR / CSM**
- ➢ **Div CSM**
- ➢ **SIG BN**

Be as thorough as time permits

Check on Learning

Preparing the Personnel Estimate

➢ **Gather all necessary materials**

➢ **Review mission and situation from a personnel perspective**

- **Initial unit strengths (always look for 100%)**

- **Info on COAs from G3 and other staff**

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Preparing the Personnel Estimate (cont.)

➢ **ID and define decision criteria (examples)**

- **Personnel Losses**

- **Casualty Operations** – accuracy allows better reconciliation of by-name data (increases accuracy of replacement allocation)

- **Critical MOS Considerations**

- **Personnel Accounting/Strength Reporting** – important so warfighters can make accurate decisions (resources)

- **Replacement Operations** – allows cdr's to sustain combat power over time

- **Other Criteria as needed**

Preparing the Personnel Estimate (cont.)

- ➢ **ID PSS Facts and Assumptions**
- ➢ **Analyze Decision Criteria for each COA (Advantages/Disadvantages)**
  - **Personnel Losses**
    - **Prepare by day casualty estimate (RTD and replacements)**
  - **Casualty Operations**
    - **Analyze Bedspace to determine any recommended changes in EVAC policy**

Practical Exercise 1

Preparing the Personnel Estimate (cont.)

- **Critical MOS Considerations**
  - **ID critical MOS shortages**
- **Personnel Accounting/Strength Reporting**
  - **Rank order COAs according to ability to maintain accountability**
- **Replacement Operations**
  - **Determine Replacement Plan based on Commander's priorities**
- **Other Criteria as needed**

➢ **Weigh criteria according to Cdr's Priorities**

➢ **Compare COAs using a decision matrix to ID which can be supported best**

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Decision Matrix

- **Numerical Analysis**
  - **Numeric analysis of criterion established during war-gaming**
- **Subjective Analysis**
  - **Narrative analysis of advantages and disadvantages**
- **Broad Category**
  - **Positive or negative analysis of COAs**

Decision Matrix PE

Preparing the Personnel Estimate

- ➢ **Examine other PSS Factors impacting the AO**
  - • **Medical Evacuation Policy**
  - • **Unit Strength Maintenance**
  - • **Soldier Readiness**
  - • **Organizational Climate**
  - • **Cohesion**
  - • **Discipline, Law and Order**
  - • **Morale, Welfare, and Recreation**
- ➢ **Prepare the Personnel Estimate**

53rd G1 Personnel Estimate Brief "Explanation"
(No Standard Format)

Outline

- Map Overview

- Mission/Cdr's Intent/Facts

- Situation and Considerations

- Personnel Analysis of COAs

- Comparison of COAs

- Recommendation and Conclusions

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Map Orientation

Orient the audience to the map of the operational area highlighting key areas (terrain, boundaries, etc)

Mission

Higher HQ's Mission (from G3 or OPORD)

Higher HQ's Intent (from G3 or OPORD)

Division's Restated Mission (from G3)

Division Cdr's Intent (from G3)

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Conclusion/Recommendation

BLUF. Briefly tell the G1whether or not the mission can be supported and which can be supported best ......

Recommendation

Tell the Commander which course of action can be best supported

Situation and Considerations

Characteristics of the AO (From G2/S2)

- Weather
  - Temperature
  - Climate
  - Acclimation considerations
- Terrain

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Enemy Forces (From G2)

- Strengths and Dispositions
  - Strengths by Subordinate Unit
  - Morale/Discipline Assessment
- Enemy Capabilities
  - Affecting the Mission
  - Affecting Personnel Activities
  - Include terrorist activities

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Friendly Forces (From G3)

Strengths and Dispositions
- Strengths by Subordinate Unit
  - Authorized, Assigned, Attached, Available
- Morale/Discipline Assessment
- Any Non-Battle-Loss Trends

COA Descriptions (From G3)

Detailed Descriptions of COAs
- Know Operational Terms and be able to brief

Status of Replacements

Information concerning expected replacements coming to the Division (how many, when, where, how)

Civilian Considerations

Information concerning civilians on the battlefield that impacts the personnel arena

- Contractors
- DA Civilians
- Reporters
- Local Populace

How are we accounting for embedded reporters?

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Logistics Situation

State known logistic problems (if any) that may affect the personnel situation

Command, Control, Communications and Computer Situation

State the current situation, emphasizing known problems that may affect the personnel situation

Additional Personnel Areas

Other Considerations

State considerations in personnel arena that impact the Area of Operations

Consider the full spectrum of personnel support, including:
- Personnel Accounting/Strength Reporting
- Casualty Reporting
- Postal
- Admin Services (Records, Pay, Orders, Evaluations, Decorations and Awards, Reenlistment, Separations, Promotions, Transfers, Leaves and

Other Considerations (cont.)

- Health Services (Field medical support, disease, mental health, and other services)
- Health Care (medical, dental, physical fitness)
- Support Services (transpo, PX, clothing, laundry, legal, spiritual, law and order, etc)
- Personnel Development (education and professional development)
- Community Relations
- Morale Support Activities (ACS,

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Other Considerations
(cont.)

- Climate, Commitment and Cohesion (communications effectiveness, performance and discipline standards, counseling, morale, organizational stress, trust, confidence, esprit, teamwork)
- Impact of EPWs
- Other Areas Affecting Personnel (work facilities, work requirements, equipment adequacy, status of crews, MOS mismatch)

Facts

State facts about the personnel situation used for this estimate (must influence the COAs)

Assumptions

State assumptions about the personnel situation made for this estimate
- Used when facts are not available
- Info you can't prove but need for the plan
- Must pass two tests –
  - Is it valid?

Unit Strength

Unit Strength COA 1

Show strength for each unit by day for the particular COA

Provide the information for all COAs

Casualty Estimate COA 1

Show casualty estimates for the operation by day for the particular COA

Provide the information for all COAs

Requirements Vs. Capabilities

- Identify any requirements that exceed capabilities (if any)
- What is the shortfall?
- When does the shortfall arise?
- What is the significance and potential impact?
- Discuss recommended solutions.

Evaluation Criteria

- Helps you determine the best COA
- Like to have vs. must have
- Used to analyze, compare and rank COAs
- Based on facts and assumptions Define your criteria to ensure the audience understands them. Be

Evaluation Criteria

Some areas <u>to consider</u> establishing criteria would be:
- Casualty Operations/Evacuation
- Personnel Losses
- Critical MOS Considerations
- Replacement Operations
- Postal

Evaluation Criteria

Short Title: e.g. Cost

Definition: e.g. The amount of money required to buy a house

Unit of Measure: e.g. US Dollars

Benchmark: e.g. $150K (this is the point at which a criterion becomes an advantage --use averaging, reasoning, historical data, etc).

Formula: e.g. $\leq$ $150K is an advantage; > $150K is a   disadvantage; less is better

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Weighting of Criteria

- Considers:
  - Cdr's intent/Guidance
  - Impact of the criterion on the desired end state
- Compares the relationship of all pairs of Evaluation Criteria
- Supports decision matrix weighing
- Explain your rationale

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Weighting of Criteria

Cost > Proximity to Schools > Lot Size

Costs is slightly favored over Proximity to Schools and strongly favored over Lot Size

Proximity to Schools is favored over Lot Size.

> Means greater than

Analysis

Analysis COA1

- For each COA list the Advantages of this COA versus the Evaluation Criteria identified.

- For each COA list the Disadvantages of this COA versus the Evaluation Criteria identified.

- Do not compare the COAs to each other, only compare them against the criteria 64

Comparison

Comparison of COAs

Compare the COAs to each other based on advantages and disadvantages. Use your evaluation criteria weightings to prepare a Decision Matrix to support your analysis.

Recommendation and Conclusions

Conclusion

Tell the Commander whether or not the mission can be supported......

Recommendation

Tell the Commander which course of action can be best supported

Commander Considerations

Identify major deficiencies affecting accomplishment of the mission AND provide your proposal to reduce or eliminate these deficiencies (ensure prior coordination has been done).

Decision Matrix (Background Slide)

Attach your decision matrix for background information

Only show it if asked.....

Practical Exercise Considerations

Coordination is key – If you don't have the information (Corps OPORD, WARNO, etc) ask your Class Advisor for it

OK to ID problems – Know how long they will take to fix and what is being done to fix

Use FM 100-10-1/2 Vol 2 - for

Practical Exercise Considerations

90% Strength is not OK – Always look for 100%

Not one correct solution – only degrees of favorable

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Personnel Estimate PE